MEMORANDUM OF AGREEMENT

BETWEEN

COMMANDER, MARINE CORPS SYSTEMS COMMAND

AND

COMMANDER, MARINE CORPS LOGISTICS BASES
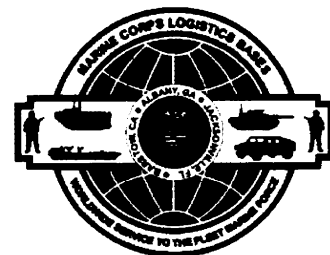
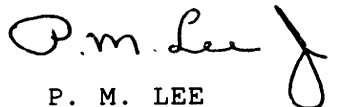From: Commander, Marine Corps Materiel Command

Subj: MEMORANDUM OF AGREEMENT (MOA) BETWEEN COMMANDER,
        MARINE CORPS SYSTEMS COMMAND (MARCORSYSCOM) AND
        MARINE CORPS LOGISTICS BASES (MARCORLOGBASES)

Ref: (a) COMMARCORMATCOM Msg, DTG161600ZAUG99
        (b) COMMARCORMATCOM Msg, DTG191600ZAUG99
        (c) COMMARCORSYSCOM Msg, DTG151200ZSEP99
        (d) COMMARCORMATCOM Msg, DTG231600ZSEP99

Encl: (1) Memorandum of Agreement

1. Above references provided guidance for implementation of an
operating concept between MARCORSYSCOM and MARCORLOGBASES assets
engaged in life cycle management of Marine Corps materiel.
During the past several months, this concept has continued to
evolve and identify additional issues of concern. These issues
are now initially addressed in the enclosed MOA and will continue
to be worked as integration efforts progress.

2. This MOA has been developed through a series of meetings and
other communications between representatives of MARCORSYSCOM and
MARCORLOGBASES. The provisions of the operating concept defined
in this MOA are effective immediately.

P. M. LEE

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1. BACKGROUND

The standup of the Marine Corps Materiel Command (MARCORMATCOM)
brought a single focus to the life cycle management (LCM) of USMC
weapons systems and equipment. Inherent in LCM are the shared
roles of acquisition and sustainment of fielded equipment and
logistics automated information systems (LOG AIS) which have
previously been performed by two separate commands - MARCORSYSCOM
and MARCORLOGBASES. Commander, MARCORSYSCOM has been assigned
the overall mission of life cycle management of assigned USMC
materiel and LOG AIS by Commander, MARCORMATCOM. MARCORLOGBASES
has been assigned the missions of depot level maintenance, supply
chain management, and prepositioning programs. To accomplish
these missions, the performance of these shared but separate
functions must be merged into one efficient and effective concept
of operations. Because of the geographical separation of these
two entities and other support issues which have been identified
in the study of this matter, it is essential to ease the
administration of this merged function while achieving the
desired operational environment. Leadership has decided on an
interim concept of balanced teamwork whereby existing
MARCORLOGBASES and MARCORSYSCOM resources and administrative
controls remain in effect while accountability/responsibility of
functions and activities related to product management and supply
chain management move to the appropriate organization.

2. PURPOSE

The purpose of this document is to provide the framework for the
operating concept and relationships of affected resources within
MARCORSYSCOM and MARCORLOGBASES to accomplish the life cycle
management mission of MARCORMATCOM. In addition, this document
will address existing administrative procedures and/or controls
as well as any exceptions.

3. DESCRIPTION OF OPERATING CONCEPT/ORGANIZATION/STAFFING.

This document describes the operating concept between and the
relationships of affected current resources of MARCORSYSCOM and
MARCORLOGBASES.   It provides for a team-based organization to be
created from existing MARCORSYSCOM program management and
MARCORLOGBASES product management resources, leaving
administrative controls within the respective commands. Team-
based organizations are becoming a highly effective methodology
for increasing the flexibility of using organization resources to

accomplish diverse and rapidly changing missions. Participants in this MOA recognize the benefits of this type of operating concept and support the greater overall mission accomplishment of life cycle management of USMC materiel and LOG AIS. Any changes in existing organizational structure as of the date of this MOA will be formally staffed and coordinated with Director for Product Management. Any issue not specifically addressed in this MOA will be brought to the Director for Product Management for staffing and resolution.

3.1. Leadership. The Director for Product Management (DIRPM), MARCORSYSCOM will provide leadership and direction of the overall integration of MARCORLOGBASES product management functions with MARCORSYSCOM program management functions and report status and effectiveness of operations to Commander, MARCORSYSCOM.

3.2. Operating Concept. Pending results of ongoing IPT integration efforts, the Director, LCMC will continue to provide traditional weapons systems management support. Effective immediately, Commodity Directors, MARCORSYSCOM (i.e., codes CBG, C4ISR, CSLE and PS) are authorized to task LCMC Commodity Division Directors (i.e., codes 830 and 840) to plan for and execute product management functions and activities, as deemed appropriate. Program Managers, MARCORSYSCOM are also authorized to task their respective MARCORLOGBASES LCMC Commodity Branch Head and the Director, Marine Corps Systems Division (Dir, MCSD) to execute product management functions and activities. Appendix A depicts this association.

   3.2.1. Roles/Responsibilities for Product Management Functions and Activities.

      3.2.1.1. Director for Product Management. Plans and facilitates the integration of the product management functions and support. Resolves conflicts and coordinates integration issues with affected commanders, MARCORSYSCOM (i.e., commodity directors and separate PMs), and MARCORLOGBASES (i.e., Director, Life Cycle Management Center and Assistant Chief of Staff for Information Technology (G-6)). Reports status of operations to Commander, MARCORSYSCOM.

      3.2.1.2. Director, Life Cycle Management Center (LCMC). Provides planning and direction of activities for LCMC. Resolves resource, priority and manpower allocation conflicts with DIRPM.

      3.2.1.3. Assistant Chief of Staff for Information Technology (G-6). Provides planning and direction of activities for the G-6. Resolves resource and priority conflicts for Director, Marine Corps Systems Division with DIRPM.

3.2.1.4. Directors, Commodity Directorates, MARCORSYSCOM. Coordinate with LCMC commodity division directors to resolve resource and priority conflicts.

3.2.1.5. Directors, Commodity Divisions, LCMC, MARCORLOGBASES. Supervise and manage the commodity branches. Coordinate with MARCORSYSCOM commodity directors to resolve resource and priority conflicts.

3.2.1.6. Program Managers. Responsible for life cycle management of assigned programs. As such, program managers exercise tasking authority to the LCMC commodity branch heads for product management functions and activities. Program managers are also responsible for budgeting and resourcing product management related requirements and to provide contractual support in programmatic, technical, and administrative areas to these commodity branches as appropriate. Identify conflicts which cannot be resolved at the program manager level to their director.

3.2.1.7. Commodity Branch Heads and Director, Marine Corps Systems Division. Direct weapons and logistics information systems management activities and functions for assigned products. Execute taskings from appropriate authority including program managers and division directors. Identify conflicts which cannot be resolved at the commodity level to their appropriate chain of command. Report on product management related issues to program managers.

3.2.2. Internal/External Communications. Existing procedures for internal and external communications remain in effect. Any changes that emerge from ongoing integration efforts will be published as they are defined.

3.3. General Administration. General administrative matters, currently in existence, will continue under the provisions of this MOA unless otherwise specified below.

3.3.1. Personnel Management Administration. As stated in paragraph 3.1 above, the DIRPM will provide leadership and direction of overall integration of product management functions with program management functions. Commodity branch heads will provide daily support to assigned program managers of MARCORSYSCOM and will continue to be supervised by their current supervisors of record. The rating official of commodity branch heads will solicit input from the appropriate MARCORSYSCOM program managers and will consider such input when rendering an evaluation.

3.3.2. Individual Rights and Responsibilities. This MOA is not intended to alter the rights or responsibilities of personnel currently assigned to MARCORSYSCOM or MARCORLOGBASES. Existing

personnel policies and procedures, including grievance procedures at MARCORSYSCOM and MARCORLOGBASES, will remain in effect.

3.4. <u>Financial Management</u>. COMMARCORMATCOM MSG 231600Z Sep 99 provided guidance regarding Commander's intent for redefining financial operations which will be accomplished at a later date.
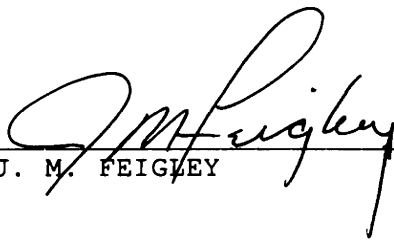
4. FACILITIES AND LOGISTICS SUPPORT. Existing facilities and logistics support will remain. As adjustments in requirements are identified in future study of this concept, the DIRPM will coordinate them with Commander, MARCORLOGBASES and Commander, MARCORSYSCOM for resolution.

5. FUTURE ACTIONS. This MOA is a first and interim step to formalize and refine the relationship between the product management resources of MARCORLOGBASES and the program management resources of MARCORSYSCOM to accomplish the overall mission of life cycle management of assigned USMC materiel. It shall be reviewed every six months from date of signatures and updated as required. In the months to come, the leadership of these two organizations will further develop operating concepts, refine policies and procedures, and pinpoint assets to be devoted to high performance of this mission with the goal of optimizing utilization of resources to meet all MATCOM mission requirements.

APPROVAL REVIEW

By concurrence, the below MOA signatories agree to provide the necessary resources and direction to implement this agreement.

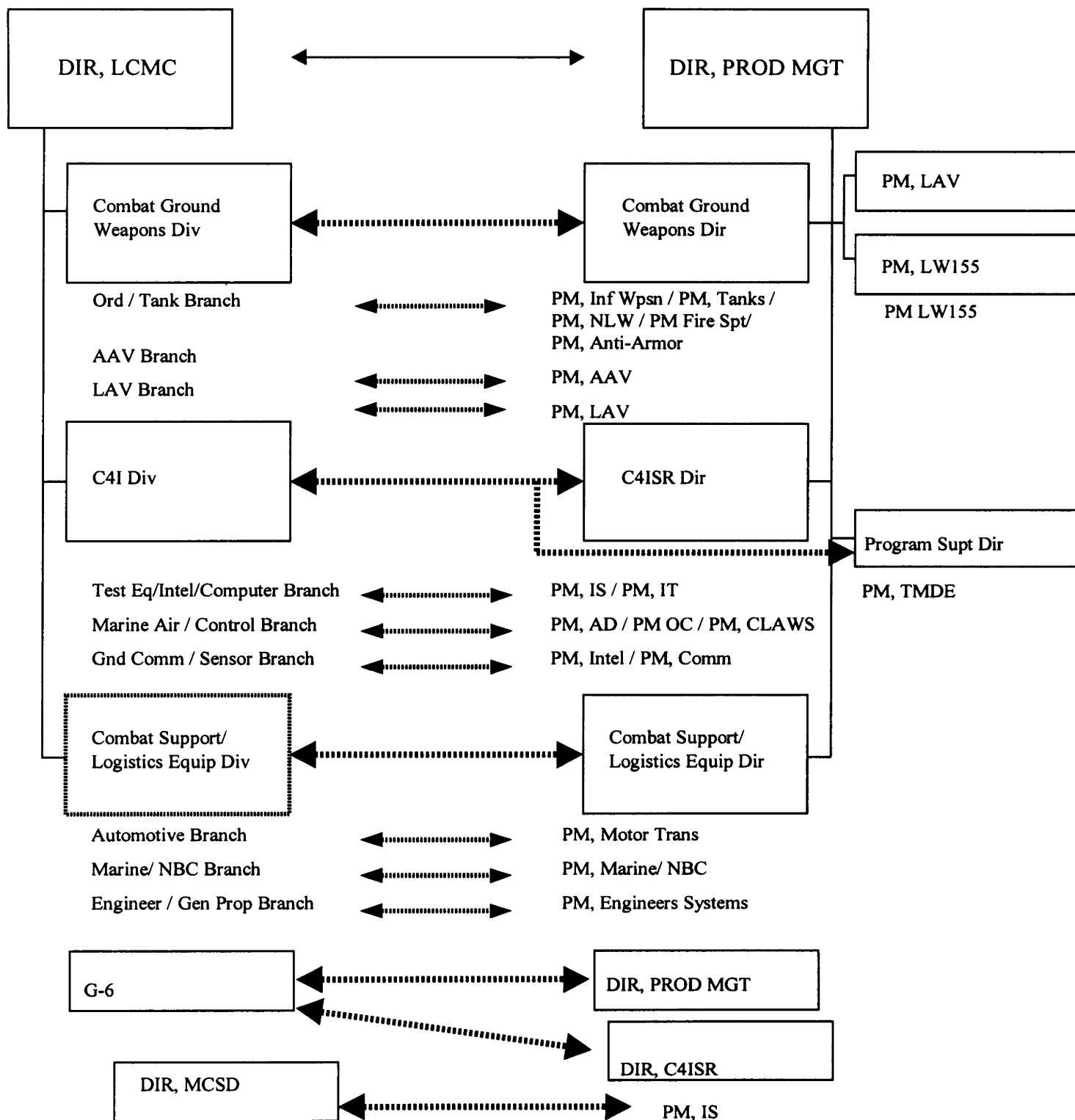CONCUR/NONCONCUR: J. M. FEIGLEY   DATE

CONCUR/NONCONCUR: R. S. KRAMLICH   12 Apr 00   DATE

DIR / PM / WSM ASSOCIATION

| DIR, LCMC | ⟷ | DIR, PROD MGT |

| | | | PM, LAV |

| Combat Ground Weapons Div | ⟷ | Combat Ground Weapons Dir | PM, LW155 |

Ord / Tank Branch ⟷ PM, Inf Wpsn / PM, Tanks / PM, NLW / PM Fire Spt/ PM, Anti-Armor

PM LW155

AAV Branch

LAV Branch ⟷ PM, AAV

⟷ PM, LAV

| C4I Div | ⟷ | C4ISR Dir |

| Program Supt Dir |

Test Eq/Intel/Computer Branch ⟷ PM, IS / PM, IT   PM, TMDE

Marine Air / Control Branch ⟷ PM, AD / PM OC / PM, CLAWS

Gnd Comm / Sensor Branch ⟷ PM, Intel / PM, Comm

| Combat Support/ Logistics Equip Div | ⟷ | Combat Support/ Logistics Equip Dir |

Automotive Branch ⟷ PM, Motor Trans

Marine/ NBC Branch ⟷ PM, Marine/ NBC

Engineer / Gen Prop Branch ⟷ PM, Engineers Systems

| G-6 | ⟷ | DIR, PROD MGT |

| | | DIR, C4ISR |

| DIR, MCSD | ⟷ | PM, IS |

Note: Code 830 has been temporarily reconfigured to allow dedication of selected resources to support CSLE program management requirements. Final approval of structural changes will be accomplished after evaluation of IPT recommendations.

MARCORSYSCOM / MARCORLOGBASES

**PROGRAM MANAGEMENT/WEAPON SYSTEM MANAGEMENT (PM/WSM)
INTEGRATION
INTEGRATED PRODUCT TEAM (IPT) CHARTER**

This Charter establishes the PM/WSM Integration IPT and sets forth the purpose of the team.

1. **Background:** On 1 September 1998, the Marine Corps Materiel Command was established with the principal purpose of providing single process ownership for all aspects of the Materiel Life Cycle Management Process within the Marine Corps. Over the past several years, however, numerous efforts have been conducted that indicate improved business processes could significantly enhance the effectiveness of Materiel Life Cycle Management within geo-disparate locations.

2. **Purpose:** The PM/WSM Integration Team is chartered to develop the functions, processes and structure to integrate product life cycle management under the cognizance of a single process owner.

3. **Membership:** LtCol Marie Juliano is designated as the PM/WSM Integration Team Leader. The PM/WSM membership will be as follows:
    a. LCMC Division Directorates
        i. 830 – CBG – Sue Wright
        ii. 830 - CSLE – Mitch Upton
        iii. 840 – C4I – LtCol J.J. Kraus
    b. LCMC OPS – LtCol Barker
    c. SCM – Charles Dexter
    d. SYSCOM Directorates
        i. CBG – Axel Fait
        ii. CSLE – LtCol Thomas F. Manley III
        iii. C4I - Barry Myers
    e. PS – John Finke
    f. Ad Hoc LAV
    g. MARCORSYSCOM Steering Team Member – Dean Harrell
    h. Ad Hoc as required

4. **Performance Goals:**
    a. Build initial PM/WSM associations.
    b. Identify core business functions.
    c. Review and refine functions, processes, and associations.
    d. The exit criteria is the completion of PM/WSM integration.
    e. Alternative concepts will be explored and presented as necessary.

5. **Authority, Responsibilities and Accountability:**

a. Oversight authority will reside with Director, Life Cycle Management Center and the Director, Product Management Center.
b. IPT members must be empowered to make decisions for their parent organizations.

6. **Relationships with other teams:** PM/WSM IPT shall coordinate their efforts with internal activities (SCM IPT) and other external initiatives (ILS, MATCOM, etc.) as necessary to ensure compatibility of the approach being pursued.

7. **Resources:** MARCORSYSCOM and MARCORLOGBASES will assign primary members to the PM/WSM Integration IPT. However, support will be requested and provided as necessary to include funding, ad hoc participants and contractor support.

8. **Schedule:**
   a. Initial PM/WSM Integration IPT Chartered (signed)   C Day
   b. Review/Revise PM/WSM Association   C + 60
   c. Core Business Functions   C + 60
   d. Baseline Core Business Functions   C + 60
   e. Review/Validate Previous/ongoing studies   C + 90
   f. Meeting w/SCM team, resolve realignment of functions   C + 240
   g. Recommend PMC Organizational Structure w/mission & functions developed in coordination with the SCM IPT   C + 240

9. **Approval:**

_____   _____
J. M. FEIGLEY   Date   R. S. KRAMLICH   Date

MARCORSYSCOM / MARCORLOGBASES

SUPPLY CHAIN MANAGEMENT CENTER (SCM)
INTEGRATED PRODUCT TEAM (IPT) CHARTER

This Charter establishes the Supply Chain Management (SCM) Integration IPT and sets forth the purpose of the team and deliverables required for exit.

1. **Background:** The standup of the Marine Corps Materiel Command (MARCORMATCOM) has brought a single focus to the life cycle management of USMC weapons systems and equipment. Incumbent with this focus is the shared roles of acquisition and sustainment of fielded equipment, which have previously been performed by two separate commands – MARCORSYSCOM and MARCORLOGBASES. COMMARCORMATCOM has assigned COMMARCORSYSCOM ownership of product life cycle management of USMC materiel and COMMARCORLOGBASES has been assigned ownership for depot level maintenance, supply chain management, and execution of MPS and NALMEB preposition programs. On 31 January 2000, COMMARCORLOGBASES established an internal Supply Chain Management organization with the mission of consolidating and integrating, to the extent practicable, all supply chain activities. On 14 February 2000, COMMARCORSYSCOM, COMMARCORLOGBASES and COMMARCORMATCOM acknowledged the need to benchmark PM/WSM integration and establish a Supply Chain Management IPT.

2. **Purpose:** This Integrated Product Team is chartered to identify the processes, functions, and activities associated with the Supply Chain Management; map high level processes; and establish the alignment of the process owner to support the most effective MLCM within MATCOM. The follow-on activity will encompass the mapping of business relationships/decision points between the SCM organization and the PMC organization.

3. **Membership:** Mr. Fred Howard is designated as the SCM Team Leader. The SCM Team membership will be as follows:
   a. MARCORSYSCOM Directorates
      i. C4I – Janice Wollaber
      ii. CBG – Bob Dietz, (Alternate) Floyd Minnick
      iii. CSLE – Richard Fielding
      iv. PS – Randy Shockey (Alternate) Robin Fait
      v. Ad Hoc membership as required
   b. MARCORLOGBASE Directorates
      i. LCMC Divisions
         1. Technical Data Maintenance Div – Jim Bryant
         2. 830 Div– Mike Lackey (CBG), Jean Davis (CSLE)
         3. 840 Div– Pat Bonner
      ii. LCMC Operations – Frank Story
      iii. LCMC Materiel Management Division – LtCol Rudolph
      iv. LCMC Capabilities Evaluation Division – Maj Harry Davis
      v. Marine Corps Systems Div – Ms Garland Rowland

     vi. MARCORLOGBASES Operations Officer– LtCol Tim Huete

    vii. Ad Hoc membership as required

4. Performance Goals:
  a. POA&M for execution.
  b. Identify and document Supply Chain Management processes, functions, activities and concerns.
  c. Map out high level processes.
  d. Develop business relationships between SCM and PMC.
  e. Recommend SCM organizational structure based on these processes, functions, activities, and fundamental business relationships with PMC and ILC.

5. Authority, Responsibility and Accountability:
  a. IPT members must be empowered to make decisions for their parent organizations.
  b. Oversite authority will reside with Director, Life Cycle Management Center and the Director Product Management Center.

6. Relationships with other teams:
SCM IPT shall coordinate their efforts with the internal activities (PM/WSM Integration IPT) and other external initiatives (ILC, MATCOM, etc.), as necessary to ensure compatibility of the approach being pursued.

7. Resources:
MARCORSYSCOM and MARCORLOGBASES will assign primary members to the SCM Integration IPT. However, support will be requested and provided as necessary to include funding, ad hoc participants and contractor support.

8. Schedule:

a.	SCM IPT Chartered (Signed)	C Day
b.	POA&M	NLT (C+30)
c.	I.D. Core Processes	NLT (C+60)
d.	SCM Processes Mapped Out	NLT (C+180)
e.	Complete Development of Business Relationships with PMC	NLT (C+180)
f.	Recommend SCM Organizational Structure in coordination with PM/WSM Integration IPT	NLT (C+240)

9. Approval:

_____   _____
J. M. FEIGLEY   Date   R. S. KRAMLICH   Date